

*Booth*

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for National Foreign Assessment  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Executive Career Service Board

FROM : Frank C. Carlucci  
Deputy Director of Central Intelligence

SUBJECT : Inter-Directorate Rotational Assignments

1. The Director and I have concluded that, in order to encourage more inter-directorate rotational assignments and to properly develop future Agency managers, a more comprehensive Agency-wide rotational program be instituted. As an add-on to the Personnel Development Program (PDP), we wish to identify 30 positions throughout the Agency that can be used for cross-directorate developmental purposes. The number of positions to be so designated are seven by each of the Directorates and two by the "E" Career Service.

2. In designating these positions you should consider only meaningful, career-enhancing staff or line-type positions that would add to the professional growth of individuals assigned to them. The grades of the positions should range from GS-13 to GS-15 so as to assure a sufficiently high level of importance and responsibility to offer the challenges essential to the success of the program.

3. You will provide a current Position Description on each position designated to the Director of Personnel by 8 May 1978.

4. After all positions have been identified, you will be asked to propose candidates to fill these positions. The Office of Personnel will be the action agent to match individual credentials of these candidates with the proposed duties of the job and will submit recommendations for selection determinations by the appropriate component managers.

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5. To emphasize the importance of this program and to ensure that Agency managers of the future are properly developed, cross-directorate service will be given additional value when determining the selection of those employees recommended for promotion to GS-16 and above. This rotational assignment program is a major part of a comprehensive effort to develop well-rounded and effective managers in the Agency.

Frank C. Carlucci

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REFS

78-0776
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24 FEB 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Fiscal Year 1978 Personnel Development  
Program

REFERENCE : Multi adse memo fr ADDCI dtd 18 Jul 77,  
same subject

1. Forwarded herewith is a consolidated Agency statistical report of the FY 78 Personnel Development Program (PDP). Part I of this program is designed to structure the executive succession planning and the executive development of certain officers of the Agency. This part of the PDP is developed annually by each Career Service for a three-year cycle, and consists of three basic sections: a list of executive level vacancies expected during the period, the names of the officers qualified and under consideration for assignment to those vacancies (Executive List), and identification of those officers in grades GS-13 through GS-15 whose performance indicates potential for development for successful executive assignment (Executive Developmental Roster). These lists, including the developmental experiences planned for each candidate on the Executive Development Roster, are retained by the Heads of the Career Services for individual discussions with the DDCI or the DCI. The statistical summaries are sent to the Director of Personnel where they are consolidated into an Agency report and analyzed against the previously set goals and the indicated requirements for qualified officers.

2. Part II of the Program, Developmental Profiles, does not require annual reports. It consists of Profiles describing or outlining the career tracks of the various disciplines or professions of a Career Service, including training and assignments for development appropriate to the grade structure concerned. It is the responsibility of the Career Service to update the Profiles as necessary to insure currency and to publish them for employee information and for use in career management or development discussion by supervisors or career management officers. The Office of Personnel maintains a master file of all Developmental Profiles for use in counseling cases.

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3. Forwarded with the consolidated PDP Part I statistical report are an analysis of how the Career Services complied with the guidelines for preparation of the PDP, comments on the individual statistical charts, and suggested points for discussion with the Heads of the Career Services. Also attached are copies of the PDPs of the individual Services. You will note in the analysis that discussion of the individual Executive and Developmental Roster name lists with the Heads of the Career Service is required to make a judgment on the adequacy of several parts of the PDP planning data.

4. The FY 78 PDP reflects that vacancies were more accurately projected for FY 77 than for FY 76 with the exception of NFAC where reorganization seriously affected the estimates. The ratio of executive vacancies to qualified executives and individuals being developed, however, was slightly lower when compared with last year's report. Black employees on the PDP Candidate Roster exceed their percentage of the grade population concerned; other minorities and women on the Roster are representative of their numbers in the GS-13 through GS-15 population.

5. The guidance for the FY 78 PDP recommended an Executive Candidate Roster (GS-13 through GS-15) of three individuals for each expected executive vacancy. On this basis, the Agency ratio of the Roster for the FY 78 report is 1.79:1. The ratio improves to 2.25:1, however, when the number of executive level employees already qualified (identified on Chart IV) are added to the pool of officers available over the three-year period for assignment to the executive vacancies.

6. In subsequent PDPs it is recommended the Roster be developed in ratio with the total of the executive level positions of the Career Service inasmuch as the basic concern of this part of the Program is the succession planning for the long term, not just the three-year planning cycle. A ratio of 2.50:1 for all Roster candidates and fully qualified executive level employees to the total of the executive positions is considered a reasonable relationship. Each Career Service would necessarily have to review the age and grade structure of the officers already qualified as well as the pool of employees considered for the Roster to determine the number required to maintain the 2.50:1 ratio. We would estimate, however, no Candidate Roster should be less than 1.50 to 1 in relation to the overall number of executive positions.

7. Because of the apparent discrepancies in the numbers reported for related material on the various charts, it is also proposed that in subsequent years the vacancy and name lists be made available to the Office of Personnel on request. Availability of the lists will assist in determining the accuracy of the statistical report and insure the

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same basis for reporting is used by all Career Services, or alternatively, identify the different approaches used. The variance in the numbers reported for this year may originate in differing viewpoints on the scope of the advance planning exercise.

8. Attached is a memorandum to the Heads of Career Services, transmitting the Agency's FY 78 PDP report and analysis for their information and requesting their preparation for the individual Career Service reviews.

(Signed) F. W. M. Janney

F. W. M. Janney

Atts.  
As Stated

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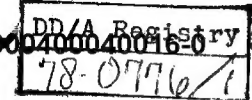
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OP/P&C/R [REDACTED] cmc (22 Feb 78)

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MEMORANDUM FOR: Deputy Director for Administration  
Director of the National Foreign Assessment Center  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Executive Career Service Board

FROM : Frank C. Carlucci  
Deputy Director of Central Intelligence

SUBJECT : FY 1978 Personnel Development Program

1. Transmitted herewith for your information is a copy of the Agency FY 78 Personnel Development Program (PDP) report with analysis of the specific goals and of the individual reports.

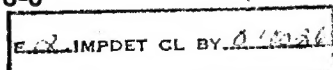
2. I would appreciate your reviewing this material in preparation for the individual review of your Executive Candidate Roster and Executive Vacancy/Replacement lists. I am particularly interested in the areas of shortfalls between expected vacancies and qualified assignees and of types of developmental experiences being planned for the Roster candidates. I would also appreciate your thoughts on the ratio proposed in the covering memorandum for the number of candidates and qualified executive personnel viz the number of your executive positions. The matter of succession planning is of particular importance in the Agency and we must assure everything possible is done to develop and follow a successful Program in this area.

Frank C. Carlucci

Atts.  
As Stated

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: F. W. M. Janney  
Director of Personnel  
SE 58 Hqs.

EXTENSION

6825

NO.

DATE

24 FEB 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for  
Administration  
7D 18 Hqs.

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Herewith the FY 78 PDP.

There are several points we would like to discuss with the DDCI when reviewing this report.

a. The DCI in a note on OP response to a Federal Women's Board comment on participation in the PDP, directed that everyone on the PDP be advised of his/her inclusion. As you know we have always deferred to the Career Services on this point, with the guidance that it is probably wise to advise the more senior participants, before extensive and/or expensive training is entered into, to insure the individual is interested in executive assignment and will be available for a significant period of time. The GS-13 employee, however, is still in the testing stage and to advise inclusion can create a sense of elitism which is not the purpose of the Program, and should the individual not back it, a demoralizing situation. If the DCI won't buy this, we would propose that the memorandum approving the individual PDPs after the DCI review include the requirement that the participants be advised.

b. In the same note, the DCI asked for a write up on the PDP for the Director's Notes. The deadline for this material is 3 March. We propose the comments note that the DDCI is reviewing the Program, and include senior management's reaffirmation of

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commitment to an effective program, both for the training and executive development part and for the career development of all personnel through the mechanism of the Developmental Profiles.

c. For FY 1979 we have some ideas for streamlining the report format as well as for building in some controls to insure each Service develops and reports on the same basis. Before we begin work, we should know how the DDCI views this program, the emphasis he wants on it, other data he would like to have included . . . or what he finds unnecessary.

As you are aware, the perception of this Program and the APP is less than enthusiastic in many parts of the Agency . . . not only the amount of work, but the fact there is little or no follow-up by senior management. Apart from the problems of substance which can only be addressed by senior review with the Heads of the Career Services, the problems of unmet deadlines continue to plague us.

The lack of awareness as well as a degree of skepticism we find in the various management courses where PDP and APP are subjects of OP presentations indicates a serious lack of feedback to the troops on this important subject. While OTR now required PDP identification for management training course or a memorandum of explanation requesting exception, we believe senior management must insure the Career Management Officers and other officials having to do with employee development explain the Program, support and implement the plans contained therein and generally keep employees aware that career development programs are being carried out--in PDP and by way of Developmental Profiles.

(Signed) F. W. M. Janney

F. W. M. Janney

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Executive Registry

77-1827

18 JUL 1977

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Executive Career Service Board

FROM : John F. Blake  
Acting Deputy Director of Central Intelligence

SUBJECT : FY 1978 Personnel Development Program

1. The Agency's Personnel Development Program was instituted in FY 1974 in response to an OMB directive requiring the establishment of an executive and management development program in all executive branch organizations of the Government. While the Agency's PDP satisfies the specifics of the order as published by the CSC, it is designed to satisfy the particular needs of the Agency and to mesh with the Agency's decentralized personnel management concept of Career Services. This will be the fifth year for which a PDP has been completed. Each year the PDP improves in quality and each year it becomes of greater value to senior management.

2. The PDP is the formalized personnel planning program for the GS-13 through GS-17 and SPS level of the Agency. A very simple definition of personnel planning is: the process which (a) forecasts future supply and demand for various categories of personnel, (b) determines net shortages or excesses, and (c) develops plans for remedying or balancing these forecasted situations. The data obtained in these steps falls short of actual planning unless it includes designing personnel plans, policies and programs to correct the anticipated imbalances. The designing and development of the plans, policies and programs must be done by senior officers who are in a position to be aware of major priorities and who have the authority to shift these when necessary.

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3. Executive staffing will occur regardless of the quality of planning; however, the costs of poor planning are too severe and too common to ignore. The dollar costs of poor planning cannot be justified and the psychological costs may be permanent.

4. As you complete the FY 78 PDP report special attention must be given to the effect the new executive pay scale will have on attrition. The projections and goals established in FY 77 should be carefully reviewed and adjustments made as required. I also ask that you look carefully at both the functional and administrative requirements of your executive positions and make certain the necessary skills are being developed in both areas.

5. Several policies and goals were suggested for the FY 77 PDP in the 12 July 1976 memorandum transmitting the program. These objectives remain realistic for FY 78 with only a slight modification of (d) below.

(a) Identify vacancies as specifically as possible. For example, rather than stating a senior operations assignment will become vacant within the year, cite the specific vacancy anticipated and, as closely as possible, the quarter or half year in which the vacancy is anticipated.

(b) Ideally identify for each vacancy a minimum of two individuals qualified for the assignment and the arrangements necessary to make those individuals available for the assignment. This comprises the Executive List of the PDP.

(c) Be aware of the personal goals and plans for each executive level officer, whether on the Executive List or not, so incompatibilities between their plans and Office goals and plans can be reconciled.

(d) Ideally have a minimum of three individuals in the feeder group, GS-13 through GS-15, being trained and developed for each projected executive vacancy on your staffing complement. In most cases the specific position cannot and should not be identified at this level. This group of officers is known as the Executive Developmental Roster and should consist of those individuals in the designated grades judged to have the talent and potential for future executive assignments.

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(e) To the extent possible, know that the personal plans and goals of each individual on the Executive Developmental Roster are compatible with the Office plans and goals.

(f) Identify and schedule specific developmental requirements, both training courses and assignments, for each individual on the Roster. It is appropriate to periodically review long-range plans in the interest of the Agency and the employee to determine their continued applicability.

6. Formats and pertinent instructions for the FY 78 Personnel Development Program are attached for distribution to your Career Sub-groups or Divisions. In the light of the EAG discussions of the PDP input to the Annual Personnel Plan (APP) you may wish to establish goals and objectives of your own and forward those to your Sub-groups in conjunction with those in paragraph 5. The Office of Personnel, Review Staff, will assist you in any way possible if you will contact them on extension [REDACTED]. The Career Service consolidated report must be forwarded to the Director of Personnel not later than 1 September 1977.

/s/John F. Blake

John F. Blake

Atts.  
As Stated

/s/ F.W.M. Janney

ORIGINATOR:

F. W. M. Janney  
Director of Personnel

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*AGENCY CONSOLIDATED  
PERSONNEL DEVELOPMENT  
PROGRAM  
FY 78*

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*CAREER SERVICES*

*PDP*

*FY78*

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